



# Strategic Plan: Revised and Expanded

2030 Plan

Destination Management  
and Communications



## Our Commitment

***Sustainable tourism  
supports and  
benefits:***

***people  
place  
profit***

## Our Pledge

***Everything we do, we ask,  
“does this serve the community,  
respect the environment and culture,  
and create economic vitality?”***

***The answer has to be YES to all three.***

# Brand Promise

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- We are dedicated to **preserving and enjoying our natural environments, and keeping the small town feel** and character of our villages, while generating a **sustainable visitor economy** for resident employment and small businesses.
- We present experiences that enable residents and visitors to interact with our place in ways that are **culturally enriching, adventurous, delicious and uplifting**. For those needing to escape the stresses of everyday life and seek the **transformative power of nature**, the untamed and unspoiled beauty of the Tillamook Coast's natural wonders are the **perfect prescription for body and soul**.



**1. Develop the tourism industry in a ways that are socially, culturally and ecologically responsible, particularly in support of nature-based activities and complementary interests, differentiating our region for visitors.**

**2. Prioritize growth in tourism that improves economic conditions in the shoulder and off-seasons, supporting the economic stability of the workforce.**

**3. Improve communities' abilities to better accommodate visitors and the visitor experience with new, enhanced or better utilization of tourism-related facilities for year-round use.**

**4. Inspire growth in new and traditional industries to support the long-term priorities and economic stability of county tourism.**



## Tourism development priorities

Developed in 2014 by the Tourism Advisory Council and approved by the Economic Development Council and Board of County Commissioners.

# DEFINITIONS

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**Sustainable tourism:** focuses on people, place and profit. To be sustainable, tourism must serve the community, protect the environment and natural resources, and create economic vitality.

**Destination management** puts sustainable tourism into practice: a process that involves coordinated actions aimed to control the economic, socio-cultural and environmental dimensions of a specific tourism territory. It should be carried out by local municipalities, tourism organizations, and other tourism stakeholders in partnership, following principles of good governance.



# BENCHMARKS

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## Three R's

- ✓ **Return on Relationships: People**
- ✓ **Return on Responsibility: Place**
- ✓ **Return on Investment: Profit**

- ✓ **PEOPLE - Return on Relationships:** How are the community, citizens, businesses, nonprofits and workforce benefitting from our activities and support (relationships are the “anchor” benchmark – “how can we help?”).  
**Metric:** Number of trainings, number and amount of grants and sponsorships, hosted events, support for DEI; north coast network collaboration; industry collaboration
- ✓ **PLACE - Return on Responsibility:** Are our activities respectful of the environment, attracting visitors who care about what we care about? What visitor services are we providing to ensure desired visitor behavior?  
**Metric:** Involvement and facilitation of long-term projects such as wayfinding; destination management projects, such as facilities investment plan – restrooms, waste management, parking; trails connectivity; Kiwanda Corridor plan; Food Innovation Center; support of public safety/emergency management; partnerships with natural resources organizations; partnerships on visitor facilities projects (capacity building).
- ✓ **PROFIT - Return on ReInvestment:** Are communications and activities benefitting local businesses and the economic vitality of the county?  
**Metric:** TLT/Lodging revenue, incoming grants, how we use TLT

# What does success look like?

- 
- Tillamook County is a recognized **leader** in destination management and regional coordination **for sustainable tourism and stewardship messaging**
  - TCVA partners with **Tillamook County Board of Commissioners** on long-term planning
  - We **collaborate** with the region, county, cities, organizations and people on projects and programs important to our region
  - **Visitors act responsibly** and **become willing stewards** of our precious places.
  - Our community is reaping the benefits of a **hospitality culture**.
  - Our **main streets** are vibrant, welcoming places with year-round economic vitality.
  - Residents have a better understanding of **the positive impacts** of tourism and its value as one of the region's economic drivers that supports community livability.





## 2030 Plan: STRATEGIC INITIATIVES

supporting  
sustainable  
tourism and  
destination  
management





# 12 Strategic Initiatives

**1. Destination management projects**

**2. Stewardship of natural environment**

**3. Public safety support & messaging**

**4. Trails and Outdoor Recreation**

**5. Culinary and Agritourism**

**6. Cultural Heritage and the Arts**

**7. Community development**

**8. Empower the tourism industry**

**9. Workforce training and development**

**10. Diversity, equity and inclusion**

**10. Organizational strength and vision**

**12. Marketing and messaging**

## 1. Destination management projects

**Destination Management:** *Work with county, cities, organizations and private sector to manage tourism impacts, invest TLT, and develop tourism facilities.*

### Activities

- work with county and community to build appropriate capacity
- map needed facilities in highly used areas
- develop county-wide facilities plan
- plan, develop and install wayfinding signage
- fund tsunami signage and services
- facilitate community develop destination management plans
- direct and disperse visitors to less-crowded areas
- encourage alternative transportation
- support private sector access to TLT facilities grants

## 2. Stewardship of natural environment

**Stewardship:** *Communicate to visitors and locals the messaging and values of Caring for our Coast and the Tillamook Pledge.*

### Activities

- support stewardship through sponsorships and involvement
- train interpretive guides and develop trainers
- partner with stewardship organizations to achieve goals
- support coastal climate change initiatives/best practices
- message "pack it in, pack it out" to reduce trash
- message "do your doody" with pets on trails
- meet criteria of the Global Sustainable Tourism Council as a sustainable destination
- publish and distribute safety/stewardship videos, signage and messaging

### 3. Public safety support & messaging

**Public Safety:** *Develop ways to support and fund emergency management needs. Communicate to visitors and locals ways to stay safe.*

#### Activities

- explore TIDs or other fundraising efforts to support emergency management, fire districts and public safety needs
- install signage about tides, riptides, King Tides in key areas
- fund tsunami signage and storage sites in communities
- share emergency alerts through social channels
- create visuals for campfire safety, fire bans
- work with lodging on providing “to-go” bags
- message importance of safety around wildlife
- publish and distribute safety videos
- develop and distribute emergency contact window clings

## 4. Trails and Outdoor Recreation

**Trails and Outdoor Recreation:** *Make trails and outdoor recreation more accessible to all. Share information about the less traveled areas and more varied activities in order to disperse from over-crowded destinations and choices. (Tie-in with stewardship and public safety activities.)*

### Activities

- facilitate coordination among trail groups and trail projects
- coordinate local efforts on Salmonberry Trail
- seek funding to accommodate trail facilities/needs
- promote GIS trail map, keep it up to date
- make outdoors more accessible to more people (beach wheelchairs, kayak launchers, benches, etc)
- recommend trail connections throughout county
- work with Travel Oregon and other entities on destination ready projects
- outreach to small van eco-tour companies
- partner with influencers in outdoor recreation on key stewardship messaging
- promote safety on land and water
- develop Tillamook Bay Heritage Route

## 5. Culinary and Agritourism

**Culinary/Agritourism:** *Showcase the bounty of Oregon's north coast, and the food businesses and events that bring that bounty to life. Build the area as a premier food destination. Support food business needs— training, mentorship, facilities, marketing.*

### Activities

- support, collaborate and promote the North Coast Food Trail, working with regional partners, businesses and media
- continue work with partners on developing Food Innovation Centers
- secure funding for Food Innovation Center facilities
- continue financial and in-kind support for Col-Pac USDA RFSP
- outreach to farmers and fishers on marketing needs beyond food trail
- host twice-yearly producer events
- host a coast food industry conference
- continue Crave the Coast and Beer + Cheese Festival
- work with food influencers to highlight food businesses
- fund Business Accelerator and Recipe to Market courses for producers
- host farm-to-table and dock-to-table events
- support Shop at the Docks/Explore Nature programs
- expand food producer documentary series
- publish new food experiences guidebook

## 6. Cultural Heritage and the Arts

### **Cultural Heritage and the Arts**

*Engage locals and visitors in history, storytelling and events tied in historical roots; and showcase and support visual and literary arts, performing arts, and related events.*

### **Activities**

- host interpretive guide and “train the trainer” workshops
- develop a cultural heritage trail map
- plan the Swiss Society Centennial celebration for Nov. 2022
- help organizations create engaging, interactive experiences
- sponsor arts and performing arts events
- encourage tribal members to take part in cultural activities
- host a writers conference (every two years) with well-known speakers
- market and manage the Tillamook Coast History Alliance
- market and manage the Tillamook County Quilt Trail
- develop a plan and find funding for art installations around the county
- encourage organizations to host arts festivals
- learn about Designated Arts District recognition and funding
- continue video series of cultural heritage organizations

## 7. Community development

### **Community Development.**

*Assist county, city and community organizations on projects that support economic vitality and livability. Fund small tourism business support programs to improve use of technology, marketing, access to capital.*

### **Activities**

- develop workforce programs for hospitality and tourism businesses
- install interpretive signage to tell value-based stories
- encourage cities to adopt TLT grant programs
- work with cities on destination management plans
- sponsor beautification efforts
- continue work on Hello Neighbor campaign, incorporating STR hotline
- develop more programs with county's Community Development
- continue focus on off-season marketing for year-round employment
- continue annual tourism grant program
- seek public/private partnerships to build a modern conference center
- host grant writing training courses
- continue working with chamber and Creamery on community projects
- help cities with their marketing efforts

## 8. Empower the tourism industry

### **Empower the tourism industry:**

*Ask businesses and organizations  
“how can we better help you.”*

### **Activities**

- develop VTC Academy to assist businesses with online courses
- help industry reach non-traditional workforce populations
- develop more meetings and conference business
- support ongoing COVID needs
- promote kindness and patience of visitors
- rethink approach of “customer is always right” philosophy in order to curb aggressive behavior and rudeness
- conduct extensive survey of the following sectors – Lodging, Retail, Venues, Retail, Attractions, Museums, Recreation
- continue tourism grant program
- help partner organizations create centers of excellence in food, natural resources and other areas
- host business seminars for industry sectors
- partner with ORLA and OHA on training programs and OTLA

## 9. Workforce Training and Development

### **Workforce Training and Development.**

*Assist businesses with solutions for short-staffing issues; encourage more locals to consider careers in hospitality and tourism; conduct more training programs, such as Co-Starters for entrepreneurs, Guest Service Gold for current staff, and develop tourism-related online classes at TBCC.*

### **Activities**

- conduct presentations and sponsored content on value of working in hospitality industry
- fund hospitality training programs, such as Pro-Start, for high school students
- work with TBCC to develop online program in tourism management
- support industry entrepreneurial opportunities, such as Co-Starters
- reach non-traditional populations of potential workers

## 10. Diversity, equity and inclusion

### **Diversity, Equity, Inclusion.**

*Reach more people in more ways, such as providing accessibility to all that Tillamook County has to offer.*

### **Activities**

- increase outdoor access for all capabilities through tools and information
- work with industry partners to create a DEI plan that can be a realistic model across the county
- support industry entrepreneurial opportunities for more people
- use interpretive signage to share inclusive historical stories
- support social services organizations to assist locals in need

## 11. Organizational strength and vision

### **Organizational strength and vision:**

*Engage with partners, access technology and promote visionary thinking that positions TCVA a community leader in the county and our region.*

### **Activities**

- respond to industry needs where funding and skill brings benefits
- support tourism sector needs – conduct surveys/interviews
- expand county and community partnerships, even those outside tourism industry, such as housing
- adopt technology that improves efficiency and provides a benefit to TCVA systems, locals and visitors
- determine skill set gaps
- continue cross-over training among team
- present at regional and national conferences
- involve team members as members of boards, advisory committees
- host annual tourism banquet to share breadth of work and honor local businesses and organizations
- continue public affairs activities: monthly columns, monthly radio appearance, presentations to groups, attend public meetings, continue quarterly industry newsletter, publish semi-annual and annual reports, present to county commissioners
- determine appropriate use of non-TLT funds
- update crisis communications plan
- defend use of copyright of VTC logo and tagline on due dates

## 12. Marketing and messaging

### **Organizational strength and vision:**

*Use messaging and story-telling as key methods of marketing. Work outside of traditional tourism advertising.*

### **Activities**

- develop strategic communication plans for top projects
- keep websites updated with new content
- use social media for good – monitor posts, delete abusive comments
- prepare for possible recession with updated marketing plan and funding effort
- work with influencers on key activity initiatives
- expand and market catalog of videos – powerful storytelling
- fund Oregon Harvest annual documentary on KOIN-TV
- sponsor outdoor recreation and food podcasts
- sponsor NW Outdoors Radio
- sponsor Oregon Field Guide
- sponsor OPB radio and Superabundant for North Coast Food Trail
- place articles in regional magazines at no cost to publisher
- use Google Adwords and Facebook ads for campaigns with specific goals and benchmarks
- work with high-value writers
- consider high-value print ads/visitor guides
- continue VTC visitor guide and distribution
- publish quarterly e-newsletters to subscribers